**Achievement of Market-Friendly Initiatives and Results Program
(AMIR 2.0 Program)**

Funded by U.S. Agency for International Development

Supporting A Proposed
Component Leader to Integrate Smoothly

Facilitated Meeting Notes

Final Report

September 2002

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Note: The contents of yesterday's meeting may be relevant to any incoming component leader and have be transcribed with him/her so they can be shared with other teams, in other circumstances.

We'll provide the list of what has to be done, who and when, specific to the component, separately.

Thanks to each of you for your input and to Maha Abu Ghoush for her speedy transcription.

Purposes

- Reduce stress (short term and long term)
- Save time, save money, save stress
- Raise confidence for good management
- Keep the component team's ball rolling
- Maintain momentum

- Keep moving forward
- Involve/bond him/her with others
- Bridge the gap between him/her and component staff
- Maximize potential synergy and shared vision
- Ensure high level of monitoring

- Keep communication smooth and productive
- Establish a team environment from day one
- Have an internal coach
- Make this one stick
- Establish time and resource management

- Better allocate resources
- Keep having fun
- Help him/her succeed
- Help us succeed

Results

- Productivity
- Efficiency
- Teamwork
- Confidence
- Mutual learning

- Shared vision
- Enthusiasm
- Contentedness
- Team leadership
- Coordination

- Fun
- High impacts
- Successful counterparts
- Satisfied clients (USAID)

Criteria

- Identify key partners from:
    - USAID
    - MoICT
    - MoICT (AMIR)
    - ICTI
    - Other AMIR
- Identify key upcoming events
- Share getting him/her up to speed
- Listen to the question
- Listen, let him/her guide the process too

- Present him/her positively to others
- Watch out for negative first impressions
- Emphasize the positive
- Organize little outings to get to know Jordan
- Involve him/her socially with team members

- Move from present forward, do past later
- Agree on extent of history discussions
- Remember how much you take for granted
- Prepare him/her for meetings
- Be careful about jumping to conclusions

- Hold dedicated teambuilding session(s)
- Help him/her r understand work plan
- Time management
- Agree on preparation:
    - History
    - Players
    - Work planning
    - Finding out what he/she did
- Provide key documentation

- Use a methodology!
- Provide documentation *with* summaries
- Find out how much space/down time he/she wants
- Ask him/her what bothers him/her
- Make key introductions to counterparts

- Meet all the players early (provide list of players)
- Help him/her love Jordan
- Spread briefings around AMIR and MoICT
- Manage process of integration
- Learn from AMIR's previous experience

- Find balance
- Be patient
- Help him/her understand expectations

- Manage expectations (<u>both</u> ways)
- Don't set patterns you'll regret later on

- Key roles and responsibilities
- Watch jet lag
- Watch blood sugar
- Give him/her a focal point
- Keep him/her focused

- Don't overload him/her
- Use wide angle first, zoom in later

Lessons Learned

- Warmth goes a long way
- Keep him/her in the loop as much as possible (strategically)
- Accept outside view
- Orient to internal processes
- Spare details initially

- Clarify roles and responsibilities ASAP
- Provide gradual introductions (don't overwhelm)
- Review regularly
- Take pulse frequently (figurative!)
- Be more positive (we were, but could be more by avoiding the negatives)

- Recognize where we are now
- Choose more carefully
- More inter-component leader time! **critical**!!
- Broad focus, starting from the top, moving down
- Respect someone who's committed, and be committed to them

- Respect someone who's knowledgeable, and share knowledge with them
- Provide information about his/her roles and responsibilities
- Clearly state expectations of him/her
- Show more support
- Realize the problems associated with taking things too personally, and don't take them too personally

- Realize the problems associated with getting too much into details and don't get too much into details
- Understand his/her style ASAP
- Remember confidence is key
- Build confidence in him/her, and build others' confidence

Specific Steps to Integrate Proposed ICTI Component Leader

List of Initials Used (See Below)

What?	Who?	When?
Key principles		
For meetings, allow lead time and distribute agenda, or at least clear purposes	All	Always (indicating this is more a criteria than a step), but especially between now and the end of October
Start inside AMIR, then move out	Component Leader	Week 1 (through September 19th)
Written documentation		
Find out what the Home Office Orientation covered and share information with others	AS	September 10, 2002 or as soon as possible
Provide list of names of players and info	(to be divided up) LA/RH/SY and those providing subcomponent briefings below	As soon as possible
Provide AMIR orientation package	RH	On arrival
Provide Quarterly Report narrative and narratives on subcomponents	LA/OT	On arrival
Key content overviews		
Provide overview of AMIR, client relationships, other components	SW	As soon as appropriate
Provide overview of component, counterparts	SY	As soon as appropriate
Provide overview of subcomponents	SY	End Week 1, Week 2
Telecom	RG	
E-Gov PMU	MK	
Hardware/Software	AS	
Policy	DA	
Change Management	AK	
Access	EC/SY	
Industry and Outreach	RB/SY	
People		
Meet ICTI staff	LA	As soon as appropriate
Meet other component	LA/OT	As soon as appropriate,

leaders (***Critical!***)		by September 19, 2002
Meet USAID	SW	Not right away, but by end of Week 1 or early Week 2
Meet GOJ clients	MK	Not right away, but by end of Week 1, early Week 2
Review key players (with list of players, briefings and ongoing) USAID ICTI Other AMIR MoICT (AMIR) MoICT Other	All SW SY SY/CG RG MK RB/SY	Begin gradually, Move along
Critical Admin		
Clarify administrative issues (Country clearances, purchase orders, etc.)	LA, RH	Beginning after arrival, methodically, without overwhelming, especially in Week 1 (as defined above)
Clarify consultant procedures (SOW, LOE, Deliverables)	LA	Week 1
Critical Management		
Review work plan (partially included above) Overview	OT	Week 1, initial
Review reporting requirements, including Quarterly Report	OT/LA	Week 1, initial, More later
Review upcoming events	With briefings SY/OT	Week 1, initial
Examine component linkages, as well as cross cutting support (Training and Events, IT, Communications)	SY/OT/LA	Late Week 1, Week 2
Review upcoming team building and work planning process	CG	Week 2
Review planned contractors planning process	AS	Week 2
Review subcontractor management	OT	Week 2 or 3
Examine budgeting process	OT	Week 2 or 3

List of Initials Used

SW	Steve Wade	**SY**	Sherry Youssef
AS	Abed Shamlawi	**OT**	Oraib Toukan
LA	Luma Atallah	**RH**	Ruba Hattar
RG	Roger Guichard	**MK**	Mahmoud Khasawneh
DK	Deema Anani	**AK**	Amna Kilani
EC	Emile Cubeisy	**RB**	Raed Bilbaisi
CG	Cathryn Goddard		